

DRAFT

OFFICE OF SECURITY NOTICE NO.

FOR : All Office of Security Professional Employees

SUBJECT: Career Planning in the Office of Security

1. There has never been a written policy in the Office of Security concerning Career Planning. In light of the recent entrance on duty of a large number of new Office of Security employees, an event which has not occurred for several years, I feel this to be an opportune time to set out a few ideas on this subject. In doing so, may I emphasize that the thoughts set down in this Notice are not intended to become hard and fast rules. They are to serve as guidelines to those charged with managing the Office of Security and to the individual professional employee who, I feel, is basically responsible for the shaping of his own career.

2. The professional Career Security Officer, as he has evolved over the years, divides into two basic categories; namely, the "Generalist" and the "Specialist." We know from a management standpoint that both categories are essential to the operation of the Office of Security. Yet we also know from experience that the "Generalist" tends to meet the demands of the higher levels of management in the Office of Security. It is my opinion, therefore, that the Career Security Officer must determine which road he wishes to follow. There are satisfactions to be experienced in each course pursued. There are different demands and challenges to be met by each. Each employee has his own personal considerations involving health, family, etc. It is conceivable that during the course of an employee's career he might veer from "Specialist" to "Generalist" to "Specialist" or visa versa.

3. The experience factor in the Office of Security is that, generally, it is the "Generalist" who ultimately reaches the higher levels of management. In other words, it is the employee, who, during the course of his career, has acquired experience in the investigative, personnel security and physical security areas of our job and who has had command experience. Moreover, by the time a professional employee has reached a senior level in the Office of Security he should have demonstrated his proficiency as a "Generalist;" should have shown flexibility; should have acquired a reasonable level of capability by Agency standards in a foreign language; and, preferably should have had an overseas assignment.

4. To assist every employee in building and shaping his career in the Office of Security, it is my desire that my Deputy

Directors and Staff Chiefs arrange for the proper training of their employees, thus aiding their career development. Furthermore, a Career Assignment Questionnaire has been designed to afford a much more complete picture of the availability and desires of the individual employee. It is my hope that this form, if used as intended, will help management in generally placing personnel in line with their career development goals.

5. In all candor, it must also be recognized that the needs of the Office of Security will still have to come first and as a result there will always be exceptions to the rule. Nevertheless, I want each professional employee in the Office of Security to be primarily responsible for the shaping and direction of his career.

6. I feel assured that in following these guidelines on career planning, the Office of Security will continue to turn in exemplary

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performances and its Career Security Officers will experience more fully the personal satisfaction resulting from the personal contribution each has made in this total team effort.

Howard J. Osborn  
Director of Security

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(When Filled In)

CAREER ASSIGNMENT QUESTIONNAIRE

1. NAME (Last, First, Middle)
2. CURRENT POSITION, TITLE, GRADE
3. NUMBER AND AGES OF DEPENDENTS
4. PERSONAL CIRCUMSTANCES THAT SHOULD BE CONSIDERED  
IN DETERMINING NEXT ASSIGNMENT
5. MAJOR AGENCY DUTIES, EXPERIENCE, AND PAST  
ASSIGNMENTS
6. SIGNIFICANT NON-AGENCY EXPERIENCE
7. LANGUAGE PROFICIENCY
  - a. Agency Tested, Date, Level
  - b. Non-Agency Acquired
8. TRAINING DESIRED (What Training You Believe You Should  
Have During the Next Several Years)
9. CAREER DEVELOPMENT PLANS (Indicate What Direction You  
Would Like Your Career to Take (i. e., Generalist vs Specialist,  
Line vs Staff; Supervisory vs Non-Supervisory; Overseas or  
Headquarters; etc.) During the Next Several  
Years.)

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